

Vol - 17 No. 07-08 July-August 2022

RCUES, Mumbai
Enabling better cities...



**Regional Centre for Urban & Environmental Studies
All India Institute of Local Self-Government, Mumbai**

Established by the Ministry of Housing and Urban Affairs, Government of India, in the year 1968



Urban Environ Vision aims to take its readers through the Web-Based / Face to Face training programmes of RCUES, Mumbai while providing encouragement and knowledge to its participants and displays the efforts undertaken by RCUES, Mumbai.



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01

Regional Specialized Web-Based Training Programme on **Solid and Liquid Waste Management in Urban Areas**

07th - 08th July, 2022

Key Highlight

The participants learnt significance of used water and faecal sludge management under SBM-U 2.0. The participants also learnt selection of used water treatment technologies for effective implementation of liquid waste management.

BACKGROUND

Solid Waste Management (SWM) has emerged as one of the most massive development challenges in urban India. Numerous studies indicate that the unsafe disposal of waste generates dangerous gases and leachates, due to microbial decomposition, climate conditions, refuse characteristics and land-filling operations. According to the 12th Schedule of the 74th Constitutional Amendment Act of 1992, Urban Local Bodies (ULBs) are responsible for keeping cities and towns clean. However, most ULBs lack adequate infrastructure and face various strategic and institutional weaknesses, such as poor institutional capacity, financial constraints etc. While many ULBs do receive government assistance, almost all of them continue to be financially fragile. India has already exhausted all available landfill sites, and the concerned ULBs do not have resources to acquire new land.

Various legislations have been passed for regulating the manner of waste disposal. The Ministry of Environment, Forest and Climate Change (MoEFCC) and the Ministry of Housing and

Urban Affairs (MoHUA), Government of India (GoI) have together rolled out policies and programmes to address these issues. However, most of these have failed to achieve their objectives due to lack of clarity and awareness amongst the stakeholders, and poor enforcement by the implementers. Swachh Bharat Mission - Urban 2.0 focused on garbage free and water secure cities. The effective implementation of SBM-U 2.0 will support to manage solid and liquid waste as per prescribed norms of new Solid Waste Management Rules, 2016 notified by the Ministry of Environment and Forests (MoEF), GoI which is an imperative for building sustainable and liveable cities.

Considering this, a Regional Centre for Urban & Environmental Studies (RCUES) of All India Institute of Local Self Government (AIILSG), Mumbai conducted a Regional Specialized Web-Based Training Programme on 'Solid and Liquid Waste Management in Urban Areas' on 07th - 08th July 2022. This training programme was supported by the MoHUA, GoI.

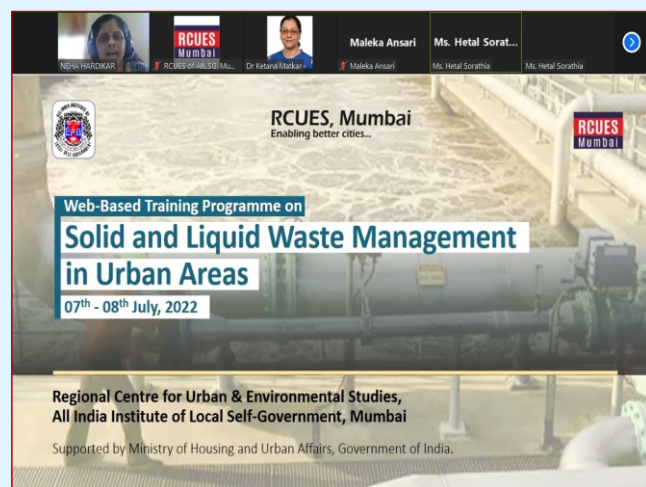
KEY OBJECTIVE

The key objective of this web-based training programme was to discuss the issues and adopt innovative measures at ULB level in management of solid and liquid waste to ensure safe and hygienic environment at city level.

PARTICIPATION

In all, 40 participants comprising Hon'ble Mayors, Elected Representatives, Chief Officers, Municipal Engineers, Dy. Chief Executive Officers, SWM Experts, LWM Experts, SBM Coordinators, City Coordinators, MIS & IT Experts, Fire Officers, Supervisors of SBM, Sanitary Inspectors and concerned staff from the states of Maharashtra, Gujarat, Goa, Assam and Tripura attended this training programme.

INTRODUCTION



Ms. Neha Hardikar, Sr. Research Officer, RCUES, AILSG, Mumbai addressing the participants.

Ms. Neha Hardikar, Sr. Research Officer, RCUES, AILSG, Mumbai initiated this training programme. She welcomed trainers and participants. The background of the institute and its functioning was described. She explained the significance of assessing the estimated gap in household tap connections and sewer connections to ensure equal distribution of water at city level and how ULBs can play a critical role in implementing SBM-U 2.0 to ascertain equitable distribution of water, reuse of wastewater and mapping of water bodies. Further, she requested the trainers to initiate their technical sessions.

TECHNICAL SESSIONS

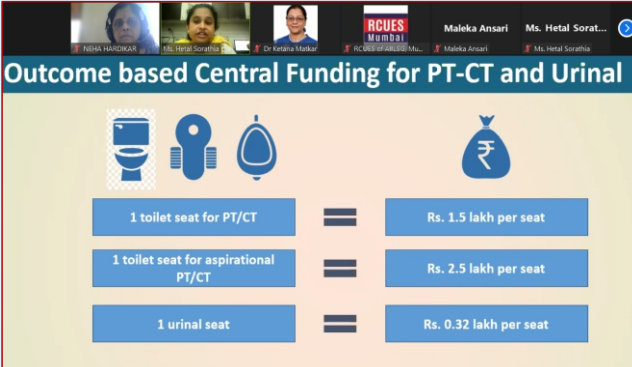
The first session on 'Overview of Swachh Bharat Mission – Urban 2.0 was conducted by Ms. Hetal Sorathia, Manager (Projects), SBM Urban Mission Director Office, Ahmedabad, Gujarat. The session was initiated by emphasizing on achievement in phase - I of SBM-U, especially in the state of Gujarat. She said that in Swachh Survekshan (SS) 2021, Surat, Ahmedabad, Vadodara and Rajkot cities (with more than 10, 00,000 population) ranked 2, 8, 10 and 11 respectively. She explained the overview of the guidelines of SBM-U by providing the key information about the mission by stating its objectives, expected outcomes, funding outlay etc.

In her talk, while explaining the mission strategy, she focused on Jan Andolan– Citizen's engagement to promote ownership of 'Swachhata' by bringing them to the center stage of the mission, especially women Self Help Groups (SHGs) to be mobilized for community level facilitation by focusing on behaviour change. Further she explained funding allocation under SBM-U 2.0, where funds are allocated for project

implementation, IEC activities, capacity building and committed liabilities carried over from phase one of SBM-U. She highlighted that funding allocated for Used Water Management is double the funding allocated for Solid Waste Management (SWM). Strengthening of e-learning, adoption of new technologies, start-ups and business models, focus on skill development in sanitation and waste management sector are significant components in capacity building, she added. Besides, robust ICT enabled governance is considered as one of the guiding principle to enable real-time monitoring of assets. She further said that in order to participate in SBM-U 2.0, entry conditions would need to be mandatorily fulfilled by States/ UTs and ULBs such as aligning property tax floor rates with market rates, with periodic revisions in line with GSDP, as recommended by 15th Finance Commission, levy and collection of user charges for services provided, to recover operational costs, with periodic increase and, adoption of Public Financial Management System (PFMS) by all ULBs to receive funds from SBM-U 2.0, in which all transactions are made through Direct Benefit Transfer (DBT) and/or Expenditure-Advance-Transfer (EAT) modules. The notification of property tax floor rate by States/UTs along with its adoption by ULBs and notification of user charges to recover a component of operational cost will be made mandatory conditions for Central Assistance. The States/UTs will have to implement them in first two years from launch of continuation Mission to be eligible for Central assistance from third year onwards. She discussed about mission management structure at national, state, district and ULB level.

She then spoke on sustainable sanitation practices implemented through used water management by ensuring that no untreated fecal sludge or used water is discharged into

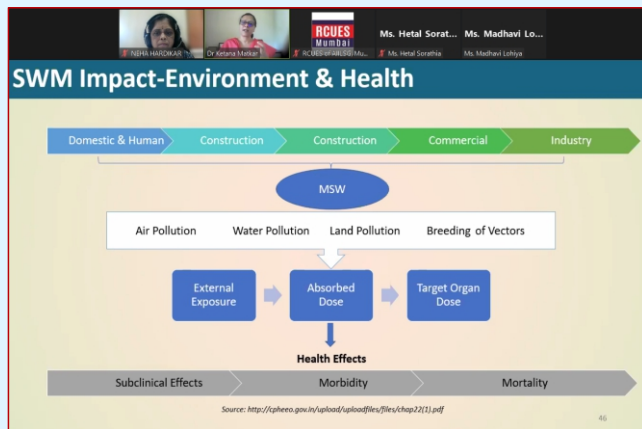
the environment, and all used water (including sewerage and septage, grey water and black water) is safely contained, transported and treated, along with maximum reuse of treated used water, in all cities with less than 1 lakh population. The components would be eligible for funding are (i) desludging equipment, for scheduled and need-based desludging of all septic tanks, (ii) interception and diversion of drains (I&D) (including last mile connectivity for nearest sewer network), (iii) construction of Sewage Treatment Plants (STPs)/ STP cum Faecal Sludge Treatment Plants (FSTPs) for used water treatment. The Central Government does not provide funds for cost of setting up primary collection & transportation (C&T) systems, including modernization of existing systems, which is one of the components under SBM-U 2.0, she added.



Outcome based Central Funding for PT-CT and Urinal	
1 toilet seat for PT/CT	Rs. 1.5 lakh per seat
1 toilet seat for aspirational PT/CT	Rs. 2.5 lakh per seat
1 urinal seat	Rs. 0.32 lakh per seat

Ms. Hetal Sorathia, Manager (Projects), SBM Urban Mission Director Office, Ahmedabad, Gujarat addressing the participants.

She spoke on IT-enabled applications for implementation under SBM-U 2.0 in which dashboard and analytics platform, e-learning platform and other digital initiatives were explained. She concluded her session by giving emphasis on Information, Education and Communication (IEC) and Behaviour Change Communication (BCC) strategies in mission implementation.



Dr. Ketana Matkar, Founder and Managing Director, Cipher Environmental Solutions LLP, Thane addressing the participants.

The next session on 'Sustainable Solid Waste Management' was conducted by Dr. Ketana Matkar, Founder and Managing Director, Cipher Environmental Solutions LLP, Thane. She initiated the session by depicting the picture of piling the waste and described SWM statistic across India to realize the intensity of the waste management issue. NITI Aayog Report states that 1,30,000 to 1,50,000 metric tons (MT) of MSW generate per day. This adds up to roughly 50 million MT per year. This will hike to 125 million MT per year by 2031. The need of Solid Waste Management (SWM) was discussed to reduce the impact on health, environment, climate and economy. A study by the US Public Health Service has demonstrated the relationship of 22 human diseases to improper SMW. While explaining the impact on economy, she said that in India, annual per capita cost of municipal solid waste management ranges from Rs.204/- to Rs.900/- for capital investment and from Rs.113/- to Rs.269/- for operation and maintenance. She highlighted the emphasis of sustainable SWM as it aims to keep materials in use for as long as possible and minimize the amount of solid waste that is disposed of in a landfill or through incineration. She added that

current waste management practices are not sustainable due to poor disposal practices, toxic, hazardous, infectious waste, poor institutional integration and lack of accountability for waste producers. The cities need to adopt Garbage Free as well as Zero Waste Concept to achieve sustainability.

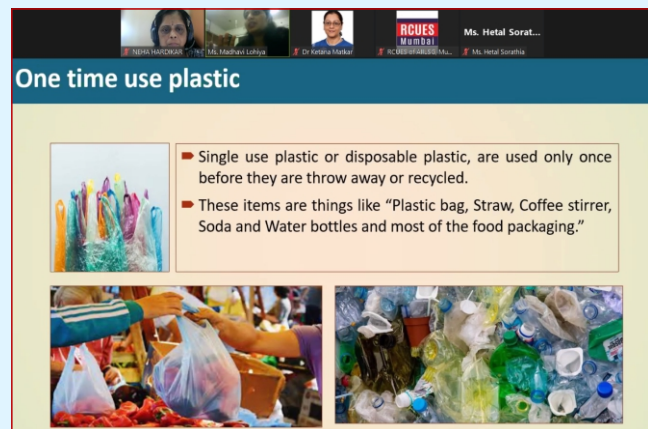
The Circular Economy Model was explained where waste category and revenue generated per annum was elucidated. As per SBM 2.0 - Operational Guidelines, October 2021, the progress of first phase of SBM-U was discussed, where door to door waste collection was increased to 97% and source segregation increased to 85% in 2021. The need for SBM-U 2.0 persists for continued investment in Individual Household Latrines (IHHLs) & Community Toilets (CT)/Public Toilets (PTs), for focusing on entire sanitation value chain, for managing different types of solid wastes and budgetary support for disposal of legacy waste, management of plastic waste and C&D waste.

She explained the objective of Garbage Free City which can be achieved by ensuring cleanliness and hygiene in public places to make all cities clean and garbage free (with 100% scientific processing of MSW) and by reducing air pollution arising out of SWM activities.

She later spoke on challenges in wet waste management. The unfitting source segregation, inadequate infrastructure, non-compliance of SWM Rules 2016 and inadequate awareness regarding compost policy and market development assistance by Government of India (GoI) are the challenges in wet waste management, she added. Few recommendations against identified gaps are given and duly categorized as National level, State / UT level and ULB level, along with the relevant stakeholders, and further categorized as: a) regulations, and b) enablers. Further, actionable points as recommendations for

addressing the challenges of managing dry waste was elucidated.

She later said that sustainable waste management reduces material and energy wastage, protect environmental quality, minimizes impact of disposal, eliminates or treat toxic, hazardous, and infectious wastes, improve institutional integration and increases accountability. The session was concluded by citing several best practices in source segregation, biodegradable waste management, material processing, plastic waste management, C&D waste management, sanitary waste management, landfills and e-waste across the country.



Ms. Madhavi Patel, Project Officer, SBM Urban Mission Director Office, Ahmedabad, Gujarat addressing the participants.

The next session on 'Plastic Waste Management (PWM)' was delivered by Ms. Madhavi Patel, Project Officer, SBM Urban Mission Director Office, Ahmedabad, Gujarat. The session initiated by highlighting the plastic as one of the major causes of the environmental pollution. It has become extremely essential to ban plastic bags before it adversely impacted on environment in cities. She further added that plastic is

petroleum product made-up of long chain of Hydrocarbons. They are non-biodegradable remains on Earth for several years. As per PWM Rules, 2016, plastic is a material which contains as an essential ingredient a high polymer of ethylene, polypropylene, styrene, Vinyl, etc.

She talked about plastic waste generation, highlighting that quantity of PW generation is doubled in last 5 years. Further, littering of plastic waste and its impact was discussed. The pictures cited plastic waste pollution in river, animal kills, soil & landscape degradation, and open burning of plastic due to littering of plastic waste. She added that burning of plastic waste releases toxic gases cause diseases, plastic waste dumping contaminate soil and water, cows die due to ingestion of plastic waste, littered plastic waste give dreadful look and choke the drains.

Government of India Notified Plastic Waste Management (PWM) Rules dated 18th March 2016 and notified on Single Use Plastic (SUP) by Ministry of Environment, Forest and Climate Change (MoEFCC) on 12th August 2021. These notifications unveiled responsibilities of ULBs. She stated that ULBs should ensure segregation of plastic waste at source, channelization of recyclable plastic waste fraction to recyclers, processing and disposal on non-recyclable plastic waste as per the guidelines issued by the Central Pollution Control Board (CPCB), conducting awareness programme for PWM, set-up for plastic waste management frame bye-laws incorporating the provisions of these rules. The responsibility of waste generator was also discussed. The key responsibility of plastic waste generator is to minimize plastic waste generation and segregation at source and ensure segregated storage of waste at source.

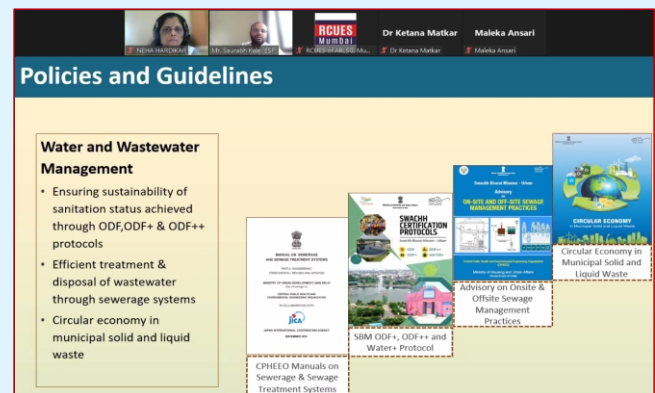
The issues and challenges in PWM was discussed. The plastic waste is littered in public places, bus stations, railway tracks, dust bins and along road sides of towns/ cities etc. Besides the littering issue, plastic waste emits toxic gases after burning, which adversely impacts environment. Non-recyclable plastic wastes such as multi-layered, metalized pouches and other thermos set plastic poses disposal problems. Moreover, unregistered plastic waste recycling industries operating in non-conforming areas (Residential) are posing threat to environment due to erroneous recycling practices. She further added that plastic waste shall be recycled as IS 14534: 2016 and shall be utilized in road construction, energy recovery (including co-processing in Cement kilns), waste to oil, etc. as amended 2018 under Rule 5 of Plastic Waste Management (PWM) Rules.

The session was concluded by mentioning that open burning of plastic waste must be strictly prohibited and encouraging awareness programmes for avoiding use of less than 75 micron carry bags, which will benefit to save the environment.

The session on 'Swachh Bharat Mission-Urban 2.0 : Mission and Programmes' was conducted by Mr. Saurabh Kale, Sr. Project Manager, Ecosan Services Foundation (ESF), Pune. The session focused on understanding the guidelines of SBM-Urban 2.0 and the checklist for the preparation of City Wastewater Infrastructure Status. He said that wastewater management and faecal sludge management were not included under Phase-I of SBM-U. He highlighted that wastewater management projects to be taken up on priority as per mandate by Supreme Court and National Green Tribunal (NGT). There is a provision for heavy penalty for non-compliance of these mandates by ULBs, he added.

The objectives of wastewater management (WWM) under SBM-U 2.0 were explained by mentioning that all statutory towns (with population less than 1 lakh) are expected to achieve ODF++ status and at least 50% of cities (less than 1 lakh population) are expected to achieve Water+ status.

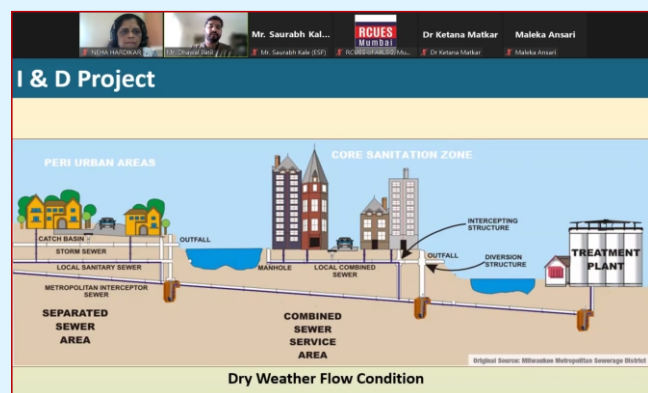
He discussed proposed strategy of wastewater management. Later, he elucidated upon components such as Sewage Treatment Plant cum FSTP, Interception and Diversion (I & D) Infrastructure, pumping stations, gravity & forced mains, Faecal Sludge Management (FSM) infrastructure, desludging trucks and solid liquid separation units were covered for funding under SBM-U 2.0. He added that components such as sewer network, strengthening of existing on-site systems such as septic tanks/soak pit etc., strengthening municipal drainage system to convey sewage to STP were not covered for funding under SMB-U 2.0.



Mr. Saurabh Kale, Sr. Project Manager, Ecosan Services Foundation (ESF), Pune addressing the participants.

Furthermore, proposed approach for WWM was explained by focusing on preparation of City Sanitation Action Plan (CSAP) & gap analysis, Integrated DPR preparation, DPR for sewer network for CSZ, DPR Appraisal/ Approval and fund release in

instalments. Further, he spoke on importance of CSAP and its prerequisite in developing this plan to understand overall sanitation scenario. He also discussed policies and guidelines of wastewater management and also mentioned that in Swachh Survekshan 2023, weightage will be given for sanitation and used water management. The financing options for sanitation and wastewater management under SBM-U and SBM-U 2.0 were also explained. The session was ended by stating that SBM-U 2.0 mainly focuses on the wastewater and faecal sludge management, which has the initial step of CSAP and DPR at city level.



Mr. Dhawal Patil, General Manager, Ecosan Services Foundation, (ESF), Pune addressing the participants.

The next session on 'Used Water Management for a City' was conducted by Mr. Dhawal Patil, General Manager, Ecosan Services Foundation, (ESF), Pune. He divided his session into 4 stages of used water management. They are approaches of used water management, conveyance of used water management, Interception & Diversion and used water treatment.

While explaining used water management approaches, he talked on levels of management. In centralised system, very

high population density, lack of space and high affordability of services have been observed. This system emerges core sanitation zone where households connected to sewerage systems. In this system, used water is transferred between urban watersheds using pumping stations. The Centralised treatment facility is used and remaining water disposed off in surface water bodies (rivers or sea). Decentralized System is implemented in outskirts areas of the city where, high population density, multi-storey buildings and affordability of services have been observed. This system is being used of the city where households have IHHT and Septic tank, used water is conveyed without pumping station. In this system, treated water disposed off in surface water bodies. Onsite System which is implemented in isolated urban pockets. Onsite system comprises of low population density single-storey building and less affordability of services. In this system, households have IHHT and septic tank/soak pits. The disposal is made by using leach pits or soak away zones. In this system, black and grey water is segregated and wastewater management is done at household level.

He explained conveyance system of used water management. In conventional sewer system, sewer is conveyed to sewerage pumping station. In solid free sewers system, smaller gradient covers more spatial area without requiring pumping stations. The planning and execution is relatively easy in this system. The water required for cleansing pipes is less and also required less O&M in this system.

He spoke on Interception & Diversion (I&D) projects system, which is an important component of SBM-U 2.0. As per the programme, in the outskirts areas around the core sanitation zone, all the surface drains need to be intercepted and the wastewater flowing in them need to be diverted to the STP of

the core sanitation zone. The components of the I&D project were discussed and the function of each was explained. The nuances of designing the I&D structure were explained followed by advantages and disadvantages of I&D project on the STP.

He explained about used water treatment, in which the discussion was made on how water is treated to preserve environmental health by limiting pollutant load in natural environment by understanding the treatment objectives. The treatment objectives should be clearly understood before considering different options for treatment. Later, the treatment stages were discussed to understand the treatment technologies. The primary treatment is a physical process where removal of suspended solids is made. At the secondary stage, biological process where BOD, COD and nutrients are removed through Anaerobic, Aerobic and Facultative processes. Later, Tertiary stage was explained, which is a chemical/ Photolytic process where pathogens are removed through chlorination, ozonation and ultraviolet processes. He added that selection of appropriate technology is dependent on type of STP treatment stages. During the further discussion, the emphasis is given on understanding the characteristics of used water, which is significant while talking about I & D projects. Organic loading plays a very important role in functioning of the secondary stage. Organic load of dry weather and wet weather will vary significantly. The organic loading decreases due to dilution. Hence, running STP is challenging. The parameters of used water treatment need to be monitored for ensuring optimal efficiency of the treatment. Non-mechanized and mechanized options are feasible for wastewater treatment system and life cycle cost should be the driving principle for selection of wastewater treatment technology. The session was concluded by emphasizing on selection of technology is the key towards effective implementation of used water management.

SUMMING UP

This online training programme was concluded by Ms. Neha Hardikar, Sr. Research Officer, RCUES, AILSG, Mumbai by proposing a Vote of Thanks to the subject trainers/experts and the participants after the feedback session.

GLIMPSES OF THE WEB-BASED TRAINING PROGRAMME

Proposed Strategy – Wastewater Management

Onsite Sewage systems

Isolated Urbanised Pockets

Strengthening of Drains and intercepting with sewer

Outskirts: Strengthening of On-site system & drainage network upto 30%

Core Area: conveyance/sewage network upto 50%

Isolated Urbanised Pockets

Onsite Sewage systems

STP

Entire town: 100% Sewage Treatment

We need to adopt Garbage Free as well as Zero Waste Concept

Garbage Free

Waste created is treated/ recycled

Zero Waste

Zero waste means no waste is ever created

SBM-U 2.0 : Objectives and Components

Objective 2

Sustainable Solid Waste Management

- Setting up of waste processing facilities and sanitary landfill.
- Procuring mechanized sweeping equipment and setting up processing facilities for effective management of Construction and Demolition (C&D) waste (in 154 cities - as identified in the list given)
- Bio-remediation/ capping of all legacy dumpsites in all ULBs

Components

Conventional Sewers

Commercial properties

Organic load: less
Hydraulic load: high

Residential properties

Organic load: high
Hydraulic load: less

Gradient

1 in 1000 -170

Sewage Pumping Station

CAPEX: high
OPEX: high

	Collection	Conveyance	Disposal
Responsibility	User/ULB	ULB/State	ULB
Cost	Low	High	High in case of failure

Section

02

Regional Specialized Training Programmes on **Pradhan Mantri Awas Yojana (U) and its Transperant Management through MIS**

27th July, 2022 at Nagpur

29th July, 2022 at Pune

Key Highlight

These training programmes were for imparting knowledge on various operational aspects of handling of MIS portal through actual demonstration, which would be useful to the participants to fill-up the gaps in survey data so that they handle the portal efficiently.

BACKGROUND

The World Urbanisation Prospects report 2018 by the UN Department of Economic and Social Affairs estimated that 55 percent of the world's population is now living in urban areas and that this proportion is expected to increase to 68 percent by 2050. Similarly, according to a recent report by the National Commission on Population, there has been 57 percent increment in the size of urban population in our country. Pradhan Mantri Awas Yojana (Urban) Mission launched on 25th June 2015 aims at providing housing for all in urban areas by the year 2022. The scheme is a major step towards ensuring that people get a house within their financial capability. The major objective of the scheme is to ensure provision of pucca house for every family with facilities of basic services including water connection, toilet facilities, and 24X7 electricity supply. In pursuance of the vision of Government of India towards

facilitating "Housing for All by 2022", the Ministry of Housing and Urban Affairs (MoHUA), State Governments and Urban Local Bodies (ULBs) have taken several measures to implement the housing projects under PMAY (Urban) during & post COVID - 19. In this regard, knowledge in various thematic areas, such as housing technologies, innovative designs, housing finances, development policies, comparative analysis etc. is being imparted to all the concerned authorities. Efforts are being made towards planning and formulation of policy documents, tender documents, Housing for All Plan of Action (HFAPoA). Detailed Project Reports (DPRs), innovative housing designs and Public Private Partnership projects have been worked out. At the same time, capacities of concerned municipal officials have to be enhanced for effective and timely implementation of

housing projects in order to achieve the mission objective within the stipulated time-frame.

Considering this background, and upon a special request from Maharashtra Housing & Area Development (MHADA), Mumbai, the Regional Centre for Urban & Environmental Studies (RCUES) of All India Institute of Local Self Government (AIILSG), Mumbai conducted two Regional Specialised Training Programmes on 'Pradhan Mantri Awas Yojana (U) and its Transparent Management through MIS' on 27th July, 2022 at Nagpur and on 29th July 2022 at Pune. These training programmes were supported by the Ministry of Housing & Urban Affairs (MoHUA), Government of India (GoI).

KEY OBJECTIVE

The key objective of these training programmes was to understand functioning of MIS for monitoring the progress of implementation of PMAY (U) at ULB level.

PARTICIPATION



Participants during the programme at Nagpur, Maharashtra.

In all, 290 participants comprising CLTC Engineers, Section Engineers, TL Procurement Experts, Consultants, MIS Experts, Planning Assistants, Internal Auditor, Software Development Specialists, Town Planning Specialists, Municipal Finance Specialists and concerned officials from the State of Maharashtra attended these training programmes.

Sr. No.	Date of the offline Training Programme	No. of participants
1	27 th July 2022	135
2	29 th July 2022	155
	Total	290



Participants during the programme at Pune, Maharashtra.

INTRODUCTION

The training programme conducted on 27th July, 2022 was coordinated by Ms. Maleka Ansari, and the training programme conducted on 29th July, 2022 was coordinated by Ms. Neha Hardikar, both Sr. Research Officers, RCUES of AIILSG, Mumbai.



Ms. Maleka Ansari, Sr. Research Officer, RCUES of AILSG, Mumbai addressing the participants.

Both the training programmes began with welcoming the distinguished trainers and participants by respective programme coordinators. They explained the objective of conducting the training programme and stated that this mission is being implemented in cities and how ULBs play a vital role in effective implementation of PMAY with other stakeholders. They suggested the participants to note down the operational aspects of handling MIS portal for monitoring as would be explained by the expert trainers so as to ensure that the portal is handled efficiently and the desired outputs are always available.



Ms. Neha Hardikar, Sr. Research Officer, RCUES of AILSG, Mumbai addressing the participants.

INAUGURATION



Inauguration of training programme. (L to R) Mr. S. K. Babber, Dy. Secretary, (HFA), MoHUA, Gol, Mr. Ajit Kawade, Dy. Secretary, (Housing), Government of Maharashtra, Ms. Neha Hardikar, Sr. Research Officer, RCUES of AILSG, Mumbai.

On 29th July, 2022, the training programme was inaugurated by Mr. S. K. Babber, Dy. Secretary, (HFA), MoHUA, Gol. Mr. Ajit Kawade, Dy. Secretary, (Housing), Government of Maharashtra, Mr. Akhilesh Kekare, Regional Coordinator, PMU, PMAY, MoHUA, Gol and Mr. Amol Budhkondwar, Executive Engineer, PMAY, MHADA, Mumbai also graced the function by their presence during the inauguration. Mr. Babber spoke on the implementation status of PMAY (U) across the country and highlighted the relatively less progress in Maharashtra state on account of lack of awareness in handling MIS portal. He encouraged the participants to attain knowledge on handling MIS portal through the technical sessions. Ms. Hardikar proposed a Vote of Thanks to the dignitaries on the dais and offered a plant as a token of appreciation to the guests and subject trainers. Further, she requested the subject trainers to initiate with the technical sessions.

TECHNICAL SESSIONS



Ms. Pooja Gupta, Lead MIS, PMAY, MoHUA, GoI addressing the participants.

The first session on 'Effective Implementation of MIS Portal under PMAY (U)' was delivered by Ms. Pooja Gupta, Lead MIS, PMAY, MoHUA, GoI. The session commenced by laying emphasis on MIS portal under PMAY (U). She said that PMAY (U)-MIS is Citizen Centric IT Solution, which is a key source of monitoring the progress of the Mission of PMAY (U) in which ULBs and State Level Nodal Agencies (SLNAs) enter the data pertaining to beneficiaries and projects approved under PMAY (U) Mission. She further said that recently, MoHUA, GoI has observed certain discrepancies in the data uploaded by the States and ULBs like, not attaching list of beneficiaries as per the Annexure data entry. In order to avoid such incongruities of data in future, PMAY (U) MIS has recently imposed one item of validation on 'Beneficiary Attachment' provision in all components i.e. Beneficiary Led Construction (BLC), In-Situ Slum Redevelopment (ISSR), Affordable Housing in Partnership (AHP). This provision allows ULBs to attach beneficiaries' information in the approved project as per the total housing unit

count, total count in gender and category as entered in Annexure in the MIS system. She added that in MIS, if ULB attaches number of beneficiaries more than the counts mentioned in the Annexure against category and gender, the system will generate an error. PMAY (U) has developed a provision under ULB login to revise total count in gender and category in order to rectify present data discrepancy and overcome this challenge. She further explained that PMAY (U) - MIS is integrated with Common Service Centre (CSC), UMANG Mobile App, NRSC Mobile app (for geo tagging of BLC houses) and Bhuvan Portal through web services.

While explaining operational strategies of MIS under PMAY (U), she stated that PMAY(U) MIS system, in order to digitize and automate entire process of the Mission for different verticals of PMAY, starts from application by beneficiaries (capturing of demand survey) and concludes at allotment of Houses. Defined roles matrix for each type of user, PMAY (U)-MIS has been successfully integrated with DBT Bharat Portal for both schemes. She added that DBT Expenditure data (as entered by SLNA in MIS) has been shared with DBT Portal via web-services for the months April 2018 to December 2019. As per approve SOP with the DBT mission, the DBT Expenditure data will be shared by 20th of every month to DBT Portal via web-services.

Later, she explained the CLTC for streamlining several processes from ensuring highest standards in data compliance in MIS portal, collecting long pending Utilization Certificate from ULBs to performing capacity building exercise for over 300+ CLTCs across Pune, Nashik, Amravati and Nagpur Divisions.

The session on 'Bhuvan HFA Mobile Application and Geo-tagging' was conducted by Mr. Radheshyam Saini, Sr. Project

Consultant, GIS Expert, MoHUA, GoI. He initiated the session by stating that geo-tagging is an important tool to monitor the progress of constructed houses under PMAY (U) through Bhuvan HFA App. This is a user-friendly mobile application which enables collecting and reporting geo-tagged information and monitor different stages of the construction of houses.



Mr. Radheshyam Saini, Sr. Project Consultant, GIS Expert, MoHUA, GoI addressing the participants.

He then explained the installation process and how geo-tagging of houses under BLC is done through this mobile app. After the explanation of installation and implementation process, he explained the types of reports which can be generated in the dashboard, District wise, City wise, Projects wise, Construction stages wise and Beneficiary's ID wise. He added that following steps need to be ensured in effective implementation of PMAY (U): (a) The quality of photograph/geo-tag need to be ensured by Surveyors. (b) Data and images need to be collected from the beneficiary's location. (c) The roles and responsibilities of supervisors, surveyors, SLTCs/CLTCs, States/UTs need to be specified appropriately. The MoHUA, GoI does random checks regularly to monitor the quality of photos geo-tagged, moderation gaps, working of surveyors, supervisors and

SLTCs/CLTCs etc. He concluded his session by highlighting the significance of precise geo tagging under PMAY (U) mission.



Mr. Akhilesh Kekare, Regional Coordinator, PMU, PMAY, MoHUA, GoI addressing the participants.

After the technical sessions, Question & Answer session was conducted. The participants had many queries in handling portal and updating data etc. which were solved. Mr. Akhilesh Kekare, Regional Coordinator, PMU, PMAY, MoHUA, GoI discussed the issues and challenges with the participants. The first issue is in compliance of data uploading to the MIS portal. Sometimes, beneficiary data does not get reflected for approved projects. Geo-tagging, mapping and accuracy issues also persists. ULBs have to upload Monthly Project Report (MPR) to the portal which have not been uploaded on time.

This was the upright platform for all PMAY stakeholders to discuss their issues and challenges and acquire probable solutions on them through multiple stakeholders. MoHUA, GoI's authorities and subject experts addressed the questions raised by the participants and encouraged them to upload their work on the MIS portal to identify the status of Maharashtra state across the country under PMAY (U) mission.

SUMMING UP

After the Question and Answer session, Ms. Neha Hrdikar and Ms. Maleka Ansari both Sr. Research Officer, RCUES of AIILSG, Mumbai concluded their respective training programmes by proposing a Vote of Thanks to the Chief Guests, subject trainers and the participants.

GLIMPSES OF THE SPECIALIZED TRAINING PROGRAMME



Section

03

Regional Specialized Web-Based Training Programme on **Financial Reforms at ULB Level**

04th - 05th August, 2022

Key Highlight

In this web-based training programme the participants were updated on the strategies to be adopted to increase the revenue through strategic resource mobilization of the ULBs so that better effective service delivery could be made and more infrastructure facilities are provided in their respective cities.

BACKGROUND

Financial system plays a vital role in overall development of the cities, especially medium and small towns. Unfortunately, in most parts of the country the financial system does not function smoothly and is not sufficiently strong. Urban Local Bodies (ULBs) cater to the services like public health, welfare, regulatory functions, public safety, public infrastructure works, and development activities of the city. Financial stringency has become the biggest hurdle for ULBs, the sources of income such as revenues from taxes, fees, fines & charges are inadequate as compared to the expenses of the services provided. The ULBs heavily depend on the transfers from State & Central governments and other local cess, loans from banks and other institutions as well as by raising municipal bonds. They also generate revenues from sundry sources such as rents from entities that use public premises, etc. During the lockdown, supply chains were badly affected due to strict physical distance imposed, which adversely affected the recovery process of ULBs. It has become necessary for ULBs to

urgently rethink the fiscal policy for enhancing municipal revenue. Implementation of financial reforms for empowering local financial institutions to improve the allocative efficiency of resources and ensure financial stability by enhancing its soundness and efficiency has assumed top priority.

At the same time, they also need to develop capacities and competencies of ULBs for handling responsibilities and resources in an accountable manner. Similarly, the provision of state finance commission (SFC- Article 243-I) & amendment of Article 280 of the Indian Constitution provided for strengthening the finances of ULBs.

Considering all these, Regional Centre for Urban & Environmental Studies (RCUES) of All India Institute of Local Self Government (AIILSG), Mumbai organized a Regional Specialized Web-Based Training Programme on 'Financial Reforms at Local Level' on 04th-05th August, 2022. This training programme was supported by the Ministry of Housing & Urban Affairs (MoHUA), Government of India (GoI).

KEY OBJECTIVE

The key objective of this web-based training programme was to discuss the strategies by ULBs to enhance the revenue to ensure better service delivery and developing infrastructure facilities at city level.

PARTICIPATION

In all, 32 participants comprising Elected Representatives, Chief Officers, Municipal Engineers, SBM Experts, Sr. Chemists, Accountants, Dy. Accountants, Community Organizers, Social Workers, Supervisors of Solid & Liquid Resource Management, Representatives of NGOs and concerned Officials of Finance Department from the States of Maharashtra, Gujarat, Rajasthan, Gujarat, Goa and Tripura attended this training programme.

INTRODUCTION



Ms. Maleka Ansari, Sr. Research Officer, RCUES, AILSG, Mumbai addressing the participants.

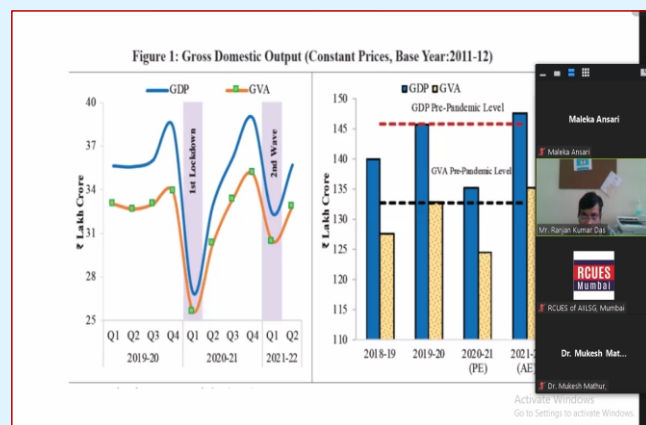
The web-based training was commenced by Ms. Maleka Ansari, Sr. Research Officer, RCUES, AILSG, Mumbai by welcoming the distinguished trainers and the participants. She explained the objectives of the training programme by elucidating the importance of revenue generation in order to strengthen the service delivery and infrastructure facilities at ULB level.

She started the introductory session by stating that the primary duty of ULBs is to make adequate provisions for civic services which necessitates an optimum level of revenue maximization. ULBs are accountable to citizens for operational and fiscal performance as accountability is the most relevant and overarching theme in a democracy. Further she discussed about the various Missions and their related reforms by highlighting the purpose of the reforms towards improving delivery of civic services, bringing down the cost of delivery, infrastructural development, improving financial health, augmenting resources and maintaining transparency. Further she added that the Missions set aside 10% of annual budgetary allocation to be given away as incentive to States/UTs for accomplishing the reforms within specified timelines.

TECHNICAL SESSIONS

The first session on 'Overview of Indian Economy' was conducted by Dr. Ranjan Kumar Das, Associate Professor, Symbiosis School of Economics, Pune. At the outset he stated that the urbanization process is underway continuously in almost all cities; population has increased fourfold between 1970 and 2018 ranging between around 10 to 46 crores by placing India as the second-largest urban community in the world. He added that cities in India occupy 3.0% of the nation's land but their contribution to gross domestic product (GDP) is 60.0%. He also discussed urbanization challenges and said that as per the World Bank report 2020, half of the world's population lives in urban areas as work opportunities are more

in cities for the younger generation and on account of other factors. Further he added that cities are expanding but their economies are facing great challenges mainly relating to revenue constraints and need to provide ever expanding services. To illustrate the empirical relationship between urbanization and economic development, he discussed the issues of inflation, adverse impact of Covid-19 on all the sectors, lockdowns, broken supply chains, decline in GDP and revival of the economy post COVID.



Dr. Ranjan Kumar Das, Associate Professor, Symbiosis School of Economics, Pune addressing the participants.

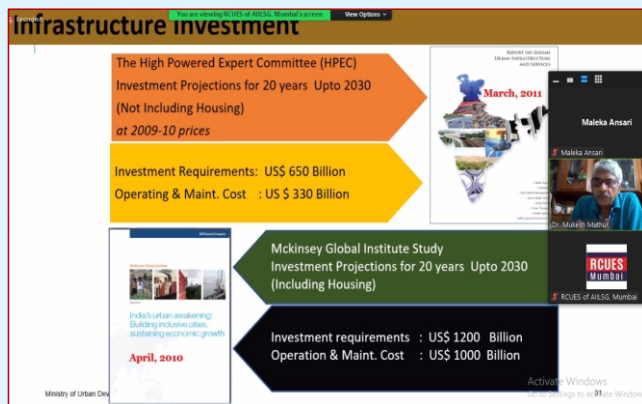
Further he highlighted external challenges facing cities including high commodity price, depreciation of exchange rate and supply-chain disruptions, tightened monetary policy by the RBI. The banks are struggling with non-performing assets and there is a credit crunch (supply) and demand contraction. He suggested that in this scenario, a holistic approach is necessary for meeting development goals and efficient management of economic issues at city level.

He discussed the sources of revenue generation of ULBs. They primarily include taxes, fees, fines and charges, and transfers from Central and State governments. These transfers

contained state grants and loans from state governments and market borrowings are also sources for revenue generation for ULBs. He further stated that the municipal revenue base can be strengthened through several innovations such as improved billing and collection, rationalization of service charges, simplification of the tax assessment system, computerization of records, improved accounting system, financial management systems, intensive communication with public and outsourcing. He also added that the municipal resource mobilization process requires a strong commitment and unwavering support of deliberative wings as well as executives of ULBs. Furthermore, he said that market-based funds (municipal bonds), land-based sources and Public Private Partnership (PPP) are effective means to raise financial resources of ULBs. He suggested that a holistic approach is necessary in meeting its development goals and efficient management of economic issues at city level. He concluded his session by stating that improving financial status and tapping all the options of raising resources needs a focused approach of ULBs for achievement of efficient management of economic issues in a transparent and accountable manner.

In the next session Dr. Mukesh Mathur, Consultant, AIILSG, New Delhi and former Professor, National Institute of Urban Affairs (NIUA), New Delhi discussed 'Financing Urban Infrastructure' by highlighting issues, challenges and solutions. He talked on urban scenarios and stated that rapid urbanization emerged as a key policy and governance challenge in India in recent years. He stated that larger cities are enhancing their participation in the global economy whereas smaller cities are absorbing most of the rural-urban migration and strengthening linkages to the rural economy. He discussed the status of urban services in various cities by highlighting increased demand and supply level gaps in providing urban services. He categorized responsibilities of ULBs by comparing the existing financial options of revenue generation like the taxes on property,

profession, entertainment, entry, advertisement etc. He highlighted the key issues and challenges faced by ULBs by stating that cities are not self-reliant and are caught in a low equilibrium cycle, lack of financial viability, inadequate infrastructure in cities, weak credit worthiness, planning and lack of private investors. He also spoke on other constraints faced by ULBs based on his observation in many cities which include lack of clarity during project planning, execution and operations during implementation of development projects, etc.



Dr. Mukesh Mathur, Consultant, AIILSG, New Delhi and former Professor, NIUA, New Delhi addressing the participants.

He briefly discussed infrastructure financing by highlighting sources of infrastructure financing including local government capital budget allocation, bank and institutional loans, grants from State and Central Governments, long-term municipal funds/ bonds, leveraging municipal assets and private equity and pooled bonds issued by urban infrastructure funds. He also explained the infrastructure financing options by highlighting municipal bonds, public private partnership, public financing institutions, bank finance and multilateral financial institutions. Further he mentioned VCF's innovative way to finance infrastructure services by adding definition of value capture,

which is the name given to a policy by which governments capture some of the increased value of land that results from the building of a part of new infrastructure.

He concluded his session by highlighting importance of reform actions to improve municipal finance including institutional arrangements for service delivery, true local financial autonomy, sustainable finances supported by user charges, restructuring of intergovernmental grants to incentivize reform with greater assistances for smaller cities, encouraging public-private partnerships (PPPs), deepening of the municipal bond market, local capacity building, strengthening regulatory framework of service delivery and public participation.

In the next session by Dr. Sanjay Phad, Assistant Professor, Department of Economics, SNDT Women's University, Mumbai discussed 'Role of Central & State Government in Amending Financial Reforms at ULB Level' with a brief discussion on financial reforms for ULBs to provide sustainable solutions of development projects. He commenced his session by explaining overall status of budgetary provisions in ULBs and the need for financial reforms to support development projects at ULBs level. He spoke on the decentralization initiative of India with reference to 73rd and 74th Constitutional Amendment Act (CAA). After constitutional amendments, it has become mandatory for the Finance Commissions to allocate funds and make recommendations as to strengthen the functioning of ULBs. Even these grants are supplementary source of finance but important support to strengthen the functioning of ULBs. In view of these challenges, he recommended that the percent share of ULB grants in total Finance Commission transfer's which was 2.3 percent in the Eleventh Finance Commission was increased to 5.05 percent in the Thirteenth Finance Commission and 6.41 percent in the recommendations of Fourteenth Finance Commission. Hence, this share must be increased up to minimum 15 percent.

Table 1: Amounts Allocated by Central Finance Commissions to ULBs

Commission	Amount Allocated to ULBs	% Growth in amount	Share of ULB Grants	Total Local Body Grants	% Share in total FC Grants
FC-X (1995-2000)*	1000	-	18.58	5380.93	24.24
FC-XI (2000-05)	2000	100.00	20.00	10000	17.07
FC-XII (2005- 10)	5000	150.00	20.00	25000	17.53
FC-XIII (2010-15)	23111	362.22	26.82	86162	33.32
FC-XIV (2015-20)	87143.8	277.07	30.32	287436	53.49
FC-XV (2021-26)	121055	38.91	32.50 to 35	436361	

Source: Reports of Finance Commissions, Government of India.

Dr. Sanjay Phad, Assistant Professor, Department of Economics, SNDT Women's University, Mumbai addressing the participants.

For this purpose 6 percent of the divisible pool of Central taxes as general basic grants and 2 percent as performance grants may be granted to ULBs. He also suggested that it should be ensured that the State Governments are transferring the local body grants promptly and efficiently to the local Government level as per the recommendations of the Central & State Finance Commissions. He then stated that urbanization and economic growth are interlinked, as cities provide economies of agglomeration. Currently, cities accommodate 377 million i.e. 31 percent of India's current population and contribute 63 percent of the GDP and are expected to accommodate 800 million in 2050. Hence, the provisioning of adequate infrastructure requires huge finances.

The scenario of urban local finances in India indicates that most of the ULBs need betterment in mobilization of resources and financial autonomy. The resource base of ULBs typically consists of their own sources, state grants, loans from state governments, and market borrowing. He said that ULBs in India have a minimal revenue base and are largely dependent on Central and State grants, which constrained the ability of ULBs to invest adequately in capital expenditure like creating infrastructure and thereby, improving quality of life in the city.

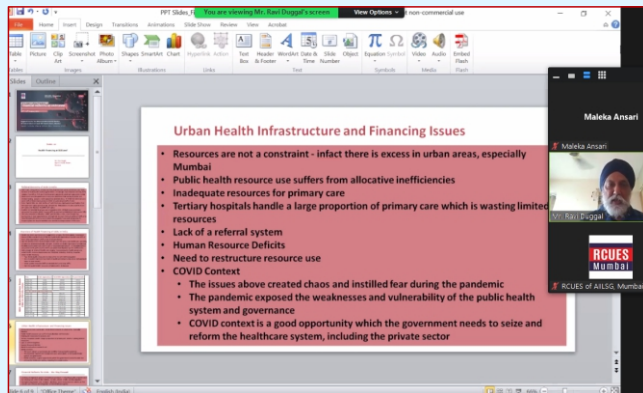
Central Finance Commissions have also recommended for financial strengthening of ULBs from time to time. He added that no grants will be released to local bodies of a state after March 2024 if any State does not constitute the State Finance Commission and acts upon its recommendations by then.

He concluded his session by mentioning that financial self sufficiency of the ULBs is the need of the hour. This can be achieved through encouraging municipal bonds, reviewing of property tax system to make periodical revisions, improve efficiency and transparency in collection and mobilization of resources.

On the second day, Mr. Ravi Duggal, Expert, Public Health, Mumbai shared his experience on 'Health Financing at ULB Level' with special focus on investment opportunities in the healthcare sector and building sustainable health infrastructure at ULB level by adopting and implementing various strategies. He commenced his session by stating that after passing of 74th CAA, ULBs were empowered and given financial power to collect revenue but ULBs become weak institutions over time because of inadequate revenue generation due to various issues including those related to municipal administration. Inadequate revenue generation leads to dependency on state government resources because of which these bodies have weak autonomy that affects decision making powers at ULB level.

Further he focused on health financing by presenting an overview of health financing. He mentioned that the 12th Schedule of the Constitution lists 18 functions that need to be carried out by ULBs and public health is one of them. Like the decline of fiscal status of ULBs over the years, even healthcare spending of ULBs was adversely affected. He mentioned that ULBs, according to their means provide of health care facilities at many levels including at the levels of community health workers to urban health centers, dispensaries and hospitals

teaching medical colleges attached to hospitals. He further spoke upon the issues of urban health financing such as inadequate resources for primary care and tertiary hospitals which handle a large proportion of primary care, lack of a referral system and deficits of human resource which highlight the need to restructure resource use etc.



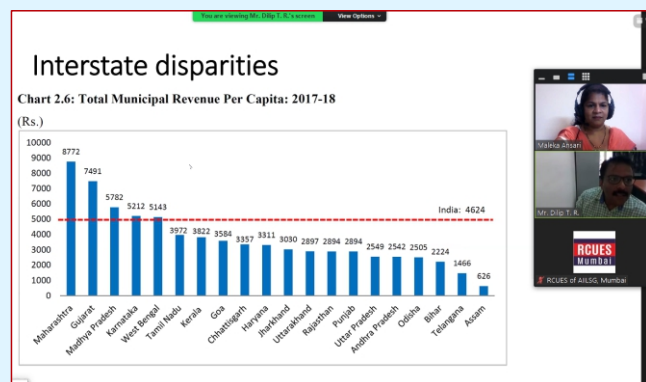
Mr. Ravi Duggal, Expert, Public Health, Mumbai addressing the participants.

He further spoke on Building Sustainable Health Infrastructure at ULB Level by adopting and implementation of various strategies. He mentioned that public health resource use suffers from allocative inefficiencies due to lack of a referral system. He added that the pandemic exposed the weaknesses and vulnerability of the public health system and governance. He further spoke on the sustainable solutions to strengthening primary health care services, creating a referral system for secondary and tertiary care, and creating innovative financing and payment mechanisms. In concluding session he explained the strategy for restructuring and reorienting financial reforms by highlighting cost based allocation of budgets for each level of healthcare unit. According to the National Health Policy, Maharashtra Government mandates Rs. 4400 per capita allocated for health sector in which 60 percent of above funds are to be allocated for primary care including UHCs (Universal

Health Coverage), Dispensaries, Public Health by applying Rs. 2500 per capita for each primary care unit. Similarly 30 percent disbursement allocated for hospital care including secondary and tertiary hospitals by considering 80 percent bed occupancy as standard, Rs. 10 lakhs per secondary bed and Rs. 15 lakhs per tertiary bed. Remaining 10% of budget allocation is reserved for information, research, monitoring and accountability.

In the next session, Dr. T. R. Dilip, Associate Professor, International Institute for Population Sciences (IIPS), Mumbai, discussed 'Municipal Financial Management'. He commenced the session by analyzing the concept of municipal financial management which includes budgeting, accounting, financial reporting and auditing and their applications in the local government context. It provides the conceptual foundation for improving expenditure management and performance assessment. He added that it provided guidance on performing municipal finance, self-assessment with the aim to assess a city's financial health and identify specific actions to improve financial practices, mobilization of local revenues, public spending, public asset management, investment programming and access to external funding.

He showed a graphical presentation about the municipal revenue and expenditure pattern of some selected ULBs and stressed upon strengthening revenue and resource mobilization to cope up with increasing municipal expenditure and need for adequate service delivery. He recommended that the potential of property tax needs to be fully leveraged by broadening the tax base through extending coverage and periodically revising rates, improving assessment system & property valuation. He added that use of technologies such as satellite photography and geo-coding of data can help to improve coverage and facilitate better administration of property tax systems.



Dr. T. R. Dilip, Associate Professor, International Institute for Population Sciences (IIPS), Mumbai addressing the participants.

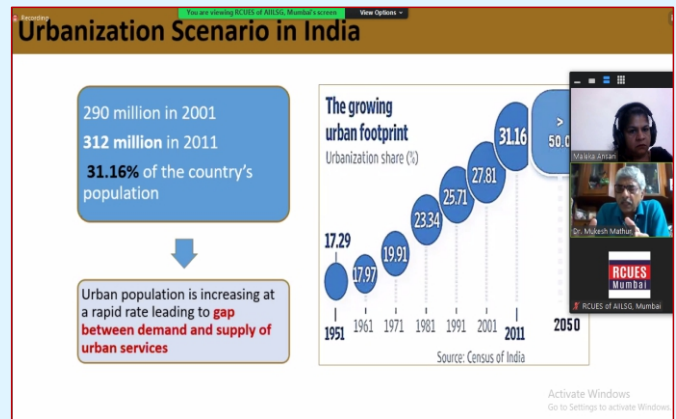
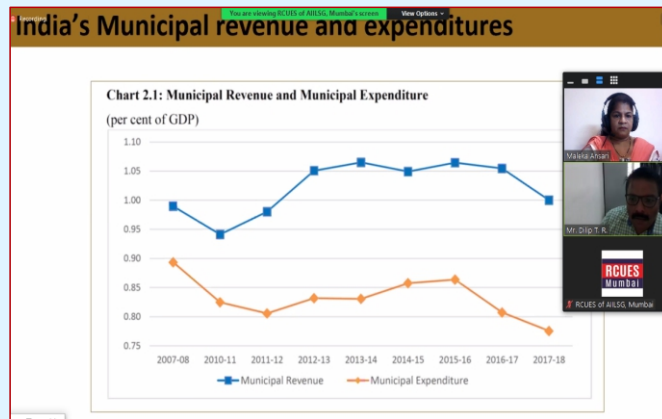
He suggested measures for strengthening municipal finance at ULB level, maintaining their accounts on the accrual based double entry system and preparing financial statements such as balance sheets, income and expenditure statements, statements of cash flows and receipt and payment accounts, at the end of each quarter. He said that the National Municipal Accounts Manual (NMAM) was introduced in 2004, and is not being implemented in all the states in our country. He lays emphasis on bringing standardized formats, accuracy, and punctuality in the preparation of municipal accounts by urban local governments in India.

He concluded his session by saying that municipal finance can affect the nature and location of development by examining the status of core municipal services and the financial needs for upgrading core infrastructure and services at ULB level.

SUMMING UP

At the end of the sessions, the feedback was taken from the participants, followed by Vote of Thanks by Ms. Maleka Ansari, Sr. Research Officer, RCUES of AIILSG, Mumbai to the distinguished trainers and the participants.

GLIMPSES OF THE WEB-BASED TRAINING PROGRAMME



Other constraints

- Inadequate availability of long term finance (10 year plus tenor) both equity and debt
- Availability of Information - While plain service contracts may require limited information on an existing system and minimal monitoring capacity; whereas, options such as BOOT and concession require high political support, a good information base about the existing system and a strong regulatory framework;
- Concerns on low user charges recovery remain high;
- Inadequate shelf of bankable infrastructure projects that can be bid out to the private sector;
- Inadequate advocacy to create greater acceptance of PPPs by the public; and
- Lack of clarity during project planning and execution by the ULBs.

Way Forward.....

- Strengthening capacities of ULBs** is necessary for resource mobilization. As per the available literature, ULBs are not able to harness property tax as per potential due to undervaluation; non-availability of data of properties; low rates; low collection efficiency and indexation of property values. Progressive property structure is necessary.
- Financial self-sufficiency** of the ULBs is the need of the hour. This can be achieved through encouraging municipal bonds, review of property tax system to improve efficiency and transparency in collection and mobilization of resources.

Section

04

AIILSG's Convocation *Ceremony*

27th August, 2022 at Mumbai



Shri. Nitin Gadkari, Hon'ble Union Minister for Road Transport and Highways, Government of India inaugurated the ceremony by lighting the lamp in the presence of other dignitaries (L to R) Dr. (Prof.) Sneha Palnitkar, CEO, WMRC, AIILSG, Mumbai, Shri. Rajkishor Modi, Vice-President, Governing Council, AIILSG, Dr. Jairaj Phatak, Director General, AIILSG, Shri. Ranjit Chavan, President, AIILSG & Co-President, UCLG-ASPAC, Shri. Vijay Sane, Governing Council Member, AIILSG, Ms. Utkarsha Kavadi, Director, RCUES, AIILSG, Mumbai.

The Convocation Ceremony of AIILSG was held on 27th August 2022 at its Andheri office to award diplomas and certificates on successful completion of the Local Self Government Diploma (LSGD), Local Government Services (LGS) diploma course.

The ceremony was inaugurated by Chief Guest, Shri. Nitin Gadkari, Hon'ble Union Minister for Road Transport and Highways, Government of India. Shri. Ranjit Chavan, President, AIILSG and Co-President, United Cities and Local Government, Asia Pacific Region

(UCLG-ASPAC), Dr. Jairaj Phatak, Director General, AIILSG, Shri. Rajkishor Modi, Vice-President, Governing Council, AIILSG, Shri. Vijay Sane, Governing Council Member, AIILSG, Dr. (Prof.) Sneha Palnitkar, Chief Executive Officer (CEO), Waste Management & Research Centre (WMRC), AIILSG, Mumbai, Shri. Ravi Ranjan Guru, Dy. Director General, AIILSG, Ms. Utkarsha Kavadi, Director, RCUES, AIILSG, Mumbai and Shri. Govind Swarup, I.A.S. (Retd.) also graced the function by their valuable presence.

Shri. Ranjit Chavan welcomed to Shri. Nitin Gadkari, Hon'ble Union Minister for Road Transport and Highways, Government of India by offering a memento and Shri. Rajkishor Modi and Shri. Vijay Sane offered a flower bouquet to him. Shri. Nitin Gadkari inaugurated the ceremony by lighting the lamp in the presence of other dignitaries.

The speeches of dignitaries in the inaugural session followed with awarding diplomas in hands of Shri. Nitin Gadkari to the students who have successfully completed diplomas in Local Government Service (LGS), Local Self-Government Diploma (LSGD), Advanced Diploma in Medical Laboratory Techniques (ADMLT), Diploma in Local Government Financial Management (DLGFM), and Sanitary Inspectors' Diploma (S.I.).

In concluding session, Shri. Rajkishor Modi proposed a vote of thanks to the dignitaries, diploma holders and AIILSG's officials and staff.



Shri. Ranjit Chavan, President, AIILSG & Co-President, UCLG-ASPAC welcomed to Shri. Nitin Gadkari, Hon'ble Union Minister for Road Transport and Highways, Government of India by offering a memento.



Shri. Rajkishor Modi, Vice President, Governing Council, AILSG offered a flower bouquet to Shri. Nitin Gadkari, Hon'ble Union Minister for Road Transport and Highways, Government of India.



Shri. Vijay Sane, Governing Council Member, AILSG offered a flower bouquet to Shri. Nitin Gadkari, Hon'ble Union Minister for Road Transport and Highways, Government of India.



Shri. Nitin Gadkari, Hon'ble Union Minister for Road Transport and Highways, Government of India addressing the dignitaries, diploma holders and AILSG's officials and staff.



Shri. Ranjit Chavan, President, AILSG & Co-President, UCLG-ASPAC addressing the dignitaries, diploma holders and AILSG's officials and staff.

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Since 1968 the RCUES, Mumbai is supported by the Ministry of Housing and Urban Affairs, Government of India.

Printed by All India Institute of Local Self-Government, Mumbai.

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